BULLETIN No. 1

Woman's Committee

- - OF THE - -

Council of National Defense

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What is the Council of National Defense?

A body authorized by Act of Congress in August, 1916, consisting of the Secretary of War, the Secretary of the Navy, the Secretary of the Interior, the Secretary of Agriculture, the Secretary of Commerce, and the Secretary of Labor. This Council was directed to nominate to the President, and the President to appoint an Advisory Commission of not more than seven persons, believed to be especially qualified to assist in its work.

2. **What is the purpose of the Council of National Defense?**

The co-ordination of industries and resources for the National security and welfare and the creation of a new and direct channel of intercourse and co-operation between men and women and all departments of the Government. The Council has power to organize sub-ordinate bodies and committees. The Woman's Committee of the Council of National Defense is such a creation.

3. **What is the purpose of the Woman's Committee of the Council of National Defense?**

So to co-ordinate the activities and the resources of the organized and unorganized women of the country that their power may be immediately utilized in time of need, and to supply a new and direct channel of communication and co-operation between women and governmental departments.

4. **By what method is the Woman's Committee co-ordinating the woman's power?**

   By the organization of State Divisions which in turn organize local units of all women's associations and societies without regard to creed, purpose, or color. Women not belonging to any organized societies are open to its membership.

5. **What are the Departments of the work of the Woman's Committee?**

   1. Registration for Service
   2. Food Production.
   3. Food Conservation.
   4. Women in Industry.
   5. Child Welfare.
   6. Maintaining Existing Social Service Agencies.
   7. Safeguarding Moral and Spiritual forces.
   8. Educational propaganda.
   9. Liberty Loans.
   10. Red Cross and Allied Relief.

6. **What are the resources open to the Woman's Committee for carrying out its program?**

   All Government Departments are open to the Woman's Committee. Their experts are advisors of the Committee and through the Committee go out to women direct, the prompt and authoritative requests and information which the Government wishes to pass on to them.

7. **Who compose the Woman's Committee of the Council of National Defense?**

   Dr. Anna Howard Shaw, Chairman.

   Mrs. Philip H. Moore, St. Louis,
   President of the National Council of Women.

   Mrs. Josiah E. Cowles, California,
   President of the General Federation of Women's Clubs.

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Miss Maude Wetmore, Rhode Island,
Chairman of the National League for Woman's Service.

Mrs. Carrie Chapman Catt, New York,
President of the National American Woman Suffrage Organization.

Mrs. Antoinette Funk, Illinois,
Chicago Lawyer, Member of Woman's Democratic League for Wilson.

Mrs. Stanley McCormick, Boston, Mass.,
Second Vice-President, National American Woman's Suffrage Association.

Mrs. Joseph R. Lamar, Atlanta, Ga.,
President of the National Society of Colonial Dames.

Miss Ida M. Tarbell, New York,
Publicist and Writer.

Miss Agnes Nestor, Chicago, Ill.,
Vice-President International Glove Workers' Union.

8. **How is the Woman's Committee of the Council of National Defense supported?**

Its members serve without compensation. The Council provides headquarters, an Executive Secretary, clerical help and franking privilege.

9. **Where are the headquarters of the Woman's Committee of National Defense?**

The headquarters provided by the Government are at 1814 N. St., N. W., Washington, D. C.

WOMAN'S COMMITTEE

COUNCIL OF NATIONAL DEFENSE

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ADVANTAGES OF THE PLAN

1. No organization will lose its identity.

2. Existing machinery will be utilized and centralized.

3. Duplication will be largely prevented and individual effort made more far-reaching.

4. Women will work in their self-selected groups, along lines of their chosen activities.

5. No work will be interrupted, but co-ordinated and directed.

6. Registration will be carefully classified and a distinction made between professional or trained service, and amateur or untrained service.

7. Expert Government information and advice will be available for local conditions and needs.

8. State funds when available, personal contributions, great and small, and benefits of various kinds will aid in financing the work of the State Division. Economy will follow better coordination and direct distribution to all divisions of authoritative standards and methods.

9. The Headquarters of the Woman's Committee of the Council of National Defense at Washington, D.C., will serve as a clearing house of women's activities throughout the country, and be the agent to transmit promptly any demands of the Government which may be met by women's organizations.

10. Each community will be free to work out the details according to its own needs, following only the general plan as outlined.

Issued by the Woman's Committee,
Council of National Defense,
Washington, D. C., August 20, 1917.

WHAT ONE TOWN HAS DONE.

The men and women in this mid-western suburban town of about 5000 people, were animated by the desire common to all Americans to be of real service to the nation at this time. They came to the conclusion that the best way to begin was to make their community life as fine and servicable and uplifting as it could be.

A democratic group of representative men and women canvassed the situation thoroughly, and made up their minds what, in general, needed to be done to carry out their purpose. The War Emergency Union was formed, the men choosing certain lines of work, the women certain others. A joint committee was provided for and headquarters established in the Community House, with a paid Secretary and volunteer help.

The men devoted themselves to:

1. Finance.
2. Recruiting.
3. Drills for home defence.
4. Food Production.

   Vacant areas were plowed by tractor and assigned to citizens; home gardens encouraged; lectures on gardening given; and seeds and fertilizer furnished to boys and girls, who were under responsible leadership.

5. Organized sale of surplus garden produce in the village

through one of the markets, and established a co-operative central delivery for all the stores.

6. Started an Honor Roll placed in the center of the village for all men entering the Army and Navy.

7. On July 4th, on the village green reproduced with full detail of costumes and wording, two dramatic scenes from American history - "Washington Receiving his Sword and Commission from the Continental Congress," and "The Signing of the Declaration of Independence." These proved a splendid stimulant to patriotic endeavor.

8. Developed the Boy Scout organization to great usefulness.

9. Organized sports and entertainments for men at an adjacent Training Station.

The women called together all the presidents of the local organizations of women in the village, including some women to act for the unorganized women, and formed a local unit of the Woman's Committee, Council of National Defense. A permanent chairman was elected, who, with two other women chosen by the central group, became members of the joint committee of the War Emergency Union.

The women chose for their work:

1. Registration of village women for service.

2. Food conservation.

   (a) This included lectures and demonstrations by several home economics experts on all aspects of food preservation and substitution; household and personal economy; budget making, etc. All these lectures are given in the Woman's Clubhouse, and are free to women in the village, - the Club assuming all expenses.

   (b) Actual canning drying and preserving are carried on in

the school house kitchen in charge of an expert, women bringing their own vegetables and fruit, and paying the actual cost of jars, etc.

(c) Certain days are set aside in the school for the members of the Relief and Aid Society to can surplus vegetables donated from private gardens, to be used next winter in charity work.

3. Red Cross.
One parish house is open every day for the making of surgical supplies, hospital garments and comfort bags for soldiers at home and abroad.

4. Navy League.
A branch works every day at the Woman's Clubhouse, making supplies and comforts for the sailors.

5. Allied Relief.
Every sewing society and church guild or fraternal group in the village has agreed to keep in session all summer to make garments for the women and children of our Allies. Money to buy materials for the work is raised by a systematic collection of waste papor twice a week. This is marketed with a substantial profit in a city sixteen miles distant; delivery trucks otherwise returning empty, are the means of transportation.

6. Maintenance of Social Agencies.
A group under the direction of the Relief and Aid Society has undertaken to see that all local charities are maintained. Volunteers are assigned from the registration lists to help at playgrounds, parks and beaches; a number are taking social service training in a School of Civics and Philanthropy, and receiving practical experience in neighborhood visiting, under the direction of the Community Nurse; others have volunteered for service in a nearby city settlement and a day nursery, and a city infant welfare station is supported.

7. Three groups of Camp Fire Girls were organized who are giving splendid community service.

8. The women joined others in neighboring towns to maintain "A Khaki Teahouse" for officers in the Training Camp. They entertain soldiers and sailors at beach parties, at the Community House and in private homes. One

parish house is opened one night a week for dances for the men from the Training Camp. Magazines and newspapers are collected for the soldiers, and one sewing society undertakes to mend their clothes.

There was a joint committee of men and women on Public Health and Sanitation which undertook a complete survey of village conditions. This resulted in a better system for the disposal of garbage, purification of the water supply and a campaign for the elimination of all standing water, rubbish piles, tin cans and other breeding places for flies, mosquitoes and microbes.

Altogether it is as busy a village as one could wish, showing the finest kind of constructive patriotism, defined in terms of work close at home.

COUNCIL OF NATIONAL DEFENSE

WASHINGTON

August 16, 1917.

OMAN'S COMMITTEE

1814 N Street, N. W.

FOOD PLEDGE CAMPAIGN.

TO THE STATE CHAIRMEN:

The Food Administration wishes the Woman's Committee to round up the present food pledge campaign by the fifth of September. Will you not urge all of your workers to hasten their canvass, and instruct them definitely to take no signatures after that date? At the same time, the organization should plan to have the cards collected and shipped as rapidly as possible.

For our guidance in developing plans for future work, it is essential that we have certain information immediately regarding the work already done. We are, therefore, enclosing herewith a questionaire which we will ask you to fill as fully as you can, and return at once. This is not intended for a final report. We shall ask for that later, but we will appreciate your sending us this preliminary report promptly.

Please keep the organization which has handled the food pledge campaign together, study its weaknesses and prepare to strengthen it in any way that you can. It will be needed in a few weeks for a second drive in which the Food Administration will ask for the cooperation of the Woman's Committee.

It is an error for women to feel, as they do in some localities, that unnecessary stress has been laid upon the necessary economy and elimination of waste in household management. The dangers depicted are not imaginary, but real, more real than most people imagine, and Mr. Hoover, who in Belgium was in the midst of and witnessed the horrors of hunger which cost thousands of lives, especially of the aged and children, who were unable to bear the physical strain of undernourishment, is seeking with the zeal of one who knows to prevent similar disasters from overtaking us.

Let the women of this country refuse to indulge in the spirit of criticism, too rife among the people. Let us set an example of loyal confidence in the man whom the President selected for the special purpose of preventing suffering from hunger among either the people at home, or the army abroad.

It is our privilege and duty to uphold the Food Administrator in every helpful way, by urging women everywhere to prove their oft repeated claim that they are ready to serve their country whenever called upon, that we may do our part in bringing a speedy victory to the cause of justice and democracy.

Sincerely yours,

Anna H. Shaw

Chairman, Woman's Committee.
Council of National Defense.

QUESTIONAIRE

In Re: Food Pledge Campaign.

State_____ Date_____

1. Committee in charge of campaign?_____

2. How many cards distributed?_____

3. By whom were cards furnished and in what number?_____
   a) State Council?
   b) Women's Committee?
   c) Food Administration?

4. How were cards returned to Washington?
   a) By individual signers?
   b) In Bulk to Food Administration?

5. (a) Estimate number if returned by individuals._____

   (b) Give actual number if returned in bulk._____

6. Estimate number of workers engaged in campaign._____

7. What methods were used to distribute cards?
   a) House to house canvass?
   b) By Mail Carriers?
   c) By Police?
   d) By newspapers and meetings?

Signature_____

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List of Women State Agents in the Home Demonstration Work in the Fifteen Southern States.

Miss Mary B. Yeoum. Auburn.	Alabama.
Miss Anna Archer, Little Rock.	Arkansas.
Miss Agnes Ellen Harris, Tallahassee.	Florida.
Mrs. Bessie Stanley Wood, Miss Lois V. Dowdle, Athens.	Georgia. (Assistant State Agents.)
Mrs. Helen B. Wolcott, Lexington.	Kentucky.
Miss Alice G. Dickson, Baton Rouge.	Louisiana.
Miss Venia M. Miller, College Park.	Maryland.
Miss Susie V. Powell, Agricultural College.	Mississippi.
Mrs. Jane S. McKimmon, Raleigh.	North Carolina.
Miss Ivan A. Chandler, Stillwater.	Oklahoma.
Miss Edith L. Parrott, c/o Winthrop College, Rock Hill.	South Carolina.
Miss Virginia F. Moore, Knoxville.	Tennessee.
Miss Jessie S. Harris, College Station.	Texas.
Miss Alla C. Adams, Blacksburg.	Virginia.
Miss Sadie B. Chapman, Morgantown.	West Virginia.

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COUNCIL OF NATIONAL DEFENSE

WASHINGTON

WOMAN'S COMMITTEE

July 30, 1917

To the State Chairmen:

In furtherance of our suggestion of July 6th regarding the preservation of surplus foods, we wish now to make a definite suggestion as to how to obtain cooperation and avoid duplication of effort between ourselves and other government agencies engaged in food conservation, especially in the immediately important work of saving perishable fruits and vegetables.

In nearly every state the U.S. Department of Agriculture and the State Agricultural College in cooperation carry on an Agricultural and Home Economics Extension Service, the director of which is located at the State Agricultural College. This service is organized by counties and often has representatives in every part of the state. Its work was closely concerned with food conservation, even before the present emergency, as is shown by the fact that in the last seven years several thousand canning and home demonstration clubs have been organized throughout the country under extension auspices. They have a total of about 300,000 members, all of whom have been taught to conserve fruits, vegetables, and other foods by the most approved modern methods. Heretofore this extension work has been done chiefly in rural communities, but if Congress passes the so-called Lever bill, now under consideration, funds will be immediately available for similar work in cities. The city extension work will also be carried out by Federal and State authorities in cooperation, and the State Director of Extension Work will be in charge in each state. Tentative plans for the city work have already been worked out in many states and trained leaders will be appointed to carry them out locally. The Food Administration is also in close touch with the extension workers, both in Washington and in the different States.

In view of these facts, it seems of the utmost importance for each of our State Chairmen to get into communication at once with her State Director of Extension Work and learn from him what has already been done in that State towards saving surplus fruits and vegetables, and what his plans are for further work along this and similar lines. He, or the person under him who deals more especially with food conservation in the home, will doubtless be able to give practical suggestions as to organization, equipment, state publications, etc.

The name and address of the Director of Extension work in your State is:

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We urge that you advise with him at once as to how you can best make your plans fit in with those of his workers. We also suggest that you ask each of your County Chairmen to find out if there is, in her county, a local extension worker in home economics (usually called a Home Demonstration Agent), and if so, to consult with her at once. In counties where there is no agent for home economics, the County Agent for Agriculture may be able to make helpful suggestions as he has an intimate knowledge of local conditions.

We are sending under separate cover a number of copies of this letter that you may send them at once to your county chairmen.

Sincerely yours,

Anna Howard Shaw

Chairman, Woman's Committee.

PLAN OF ORGANIZATION
ADOPTED BY THE WOMAN'S COMMITTEE OF THE
COUNCIL OF NATIONAL DEFENSE

at its first meeting held in Washington, D.C.
May 2, 3, 4, 5, 1917.

May 23rd, 1917.

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1. The Woman's Committee of the Council of National Defense having been appointed on April 21, 1917, by the Council of National Defense* for the purpose of co-ordinating the organized forces of the women of the country in order to secure greater efficiency in "defense work for the Nation", have begun their work by the appointment of a temporary chairman for each of the 48 states and the District of Columbia.

2. The temporary chairman is instructed to call into conference at the earliest possible date the presidents or representatives of all women's organizations having state-wide scope, state branches of women's National organizations and such individuals as she may select to represent the state at large and unorganized women. The invitation to participate in this conference should be most democratic, and recognize clubs, religious denominations, fraternal societies, philanthropies, patriotic and protective associations of all sorts.

3. This group, with its committees in counties, cities and towns, shall constitute the State Division, and become the official representative of the Woman's Committee of the Council of National Defense for the state. It shall be the duty, therefore, of the State Division to see that all necessary forms of patriotic service or of defense programs, as outlined by the National Woman's Committee are actively carried forward by organizations or individuals. This State Division shall continue during the war and as long thereafter as the Council of National Defense may direct.

4. The name of the state committee shall be the "Woman's Committee of the Council of National Defense, (name of state) Division."

*The Council of National Defense was created by Act of Congress and approved August 29th, 1916. It is composed of the Secretaries of War, Navy, Interior, Agriculture, Commerce and Labor.

5. The State Division thus formed and named shall elect a permanent chairman, a vice-chairman or vice-chairmen, and honorary vice-chairmen, (if desired) a secretary and a treasurer, and such other officers as may be necessary. It shall adopt such rules or by-laws as it may find desirable for the conduct of its business.

6. The elected officers, together with such additional members as the Division may select, shall compose an executive Committee, authorized to do business for the Division under conditions which the Division shall define.

7. The State Division will find it advantageous to departmentalize its work with a competent chief or chairman for each department. It is suggested that the chairman of departments given below be elected as members of the Executive Committee. They shall be selected for such chairmanships because of special fitness or training for such work, and need not of necessity be heads of state organizations. The following departments are suggested as those which will probably prove necessary to coordinate and make effective the work of the women of the State.

1. Registration.
2. Food Production and Home Economics.
* 3. Food ~~Conservation~~ Administration.
* 4. Women in Industry.
5. Child Welfare.
6. Maintenance of Existing Social Service Agencies. (Settlements, District of Public Health Nursing, Philanthropies, Day Nurseries, Hospitals, General Social Service, etc.)
7. Safeguarding of Moral and Spiritual Forces.
8. Education.
   (a) Schools, literature, speakers.
   (b) Information, or organization, of training classes for women.
* 9. Liberty Loan.
10. Home and Foreign Relief. (This work is referred to the Red Cross. Home Relief is that concerned with the families of soldiers and sailors.)

It is suggested that committees on finance and publicity be appointed.

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* Chairmen for these Departments should not be appointed without consultation with the Woman's Committee in Washington.

DEPARTMENT OF ORGANIZATION

The general method of organization for a city or town is the same as that for the state.

The Officers of the State Division, or committee deputized by them, shall appoint in all cities and towns, a competent woman to serve as temporary chairman. It shall be her duty to call into conference the presidents or their representatives of all local organizations as soon as possible. A city (or town) committee shall be formed composed of the president, or one representative, of each cooperating organization and certain women chosen from the city at large. This committee in all towns shall be called the (name of town) Unit of the Woman's Committee. The committee in cities of over 25,000 population shall be known as the Woman's Committee of the Council of National Defense of (name of city).

This city or town committee shall elect its permanent officers and executive committee, and act under direction of the State Division in all matters relating to the general defense program, as outlined in the departments, each community being allowed, however, to work out the details of the plan in accordance with local conditions.

The city committee shall proceed as rapidly as possible to establish auxiliary Units in each ward. The same process of the appointment of a temporary chairman as was followed in the organization of State and City will probably prove the most successful plan. The ward organization conference, however, should be a general meeting of the women of the ward and the Unit will be composed of individual members, the idea being to reach all women of every class and make the defense program comprehensible to them.

This plan of proposed organization merely links together in complete working cooperation existing organizations of women. The woman's committees of states and cities are designed to be a federation of all organizations of women. There may be women, however, who are not members of any organization represented in the City or Town Committee. For the benefit of such women, freedom to form or join other units should be allowed, and they may serve on all committees of state, city or town; the primary object being to coordinate and make effective the patriotic service of as many women as possible.

Departments may add individual membership. Clubs, church societies and groups of various kinds may affiliate directly with a Department with whose work they wish to cooperate.

Organizations may be found already engaged on some special line of work which may suitably be charged with the responsibility for continuation of such work.

A committee for each county may be appointed by the State Division, in which case it will be the duty of the county committee to establish Units in rural townships and in villages. It should be the ultimate aim of each State Division to secure a good working committee in each county, but for the immediate needs, the organization of cities and towns is of importance.

The object of the plan of organization proposed is to coordinate women's organizations and their working forces in order to enlist at once the greatest possible number in the service which the national crisis demands. It is also most desirable that no defense work of any kind already done shall be lost. Each State Division will be expected to investigate the work under way and so to coordinate activities as to eliminate duplication and overlapping. Each state and city will find problems peculiar to itself but the good judgment of all women in charge of organized work will so clearly realize the importance of unification that the solution should readily be found. It should be remembered that the Woman's Committee of the Council of National Defense desires to conserve everything useful in the way of work and organization and advises centralization in the interest of higher efficiency.

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COMPLETE LIST OF STATE CHAIRMEN WITH ADDRESSES.

ALABAMA - Mrs. James P. Hooper, Selma,

ARIZONA - Mrs. Eugene Brady O'Neill, 701 North Central Ave., Phoenix.

ARKANSAS - Mrs. Joseph Frauenthal, Conway.

CALIFORNIA - Mrs. Herbert A. Cable, 719 S. Hill St., Los Angeles.

COLORADO - Mrs. W. H. Kistler, Room 39, State House, Denver.

CONNECTICUT - Miss Caroline Ruutz-Rees, Greenwich.

DELAWARE - Mrs. Charles R. Miller, Wilmington.

DISTRICT OF COLUMBIA - Mrs. Archibald Hopkins, 1825 Mass. Ave.

FLORIDA - Mrs. Wm. Hocker, Ocala.

IDAHO - Mrs. Samuel N. Hays, 612 Franklin St., Boise.

GEORGIA - Mrs. Samuel M. Inman, 552 Peachtree St., Atlanta.

ILLINOIS - Mrs. Joseph T. Bowen, 120 West Adams St., Chicago.

INDIANA - ~~Committee on Woman's Work, State House, Indianapolis.~~ Mrs Charles A. Carlisle 113 S. Taylor St. South Bend.

IOWA - Mrs. Francis E. Whitley, Webster City.

KANSAS - Mrs. David W. Mulvane, Topeka

KENTUCKY - Mrs. Helm Bruce, 141h-72d Ave., Louisville.

LOUISIANA - Miss Hilla Rhetts, Room 206, St. Charles Hotel, New Orleans.

MAINE - Mrs. Frederick H. Abbott, Saco.

MASSACHUSETTS - Mrs. Nathaniel Thayer, State House, Boston.

MARYLAND - Mrs. Edward Shoemaker, 522 Park Ave., Baltimore.

MINNESOTA - Mrs. Thomas C. Winter, 2617 Dean Boulevard, Minneapolis.

MICHIGAN - Mrs. Caroline Bartlett Crane, Kalamazoo.

MISSISSIPPI - Mrs. Edward McGehee, Como.

MISSOURI - Mrs. B. F. Bush, 905 Locust St., St. Louis

MONTANA - Mrs. Tyler P. Thompson, Missoula.

NEBRASKA - Miss Sarka B. Hrbkova, 308 Fraternity Bldg., Lincoln.

NEVADA - Mrs. Pearis Buckner Ellis, Carson City.

NEW HAMPSHIRE - Mrs. Mary I. Wood, Portsmouth, P. O. Drawer 88.

NEW JERSEY - Mrs. Charles W. Stockton, Ridgewood.

NEW MEXICO - Mrs. Washington E. Lindsey, Santa Fe.

NEW YORK - Mrs. Wm. Grant Brown, Hotel Astor, 2350 Broadway, New York.

NORTH CAROLINA - Mrs. Eugene Reilly, Charlotte.

NORTH DAKOTA - Mrs. H. G. Vick, Cavalier.

OHIO - Mrs. George Zimmerman, 224 Birchard St., Fremont.

OKLAHOMA - Mrs. Eugene B. Lawson, Nowata, 518 Osage St.

PENNSYLVANIA - Mrs. J. Willis Martin, 1607 Walnut St., Philadelphia.

OREGON - Mrs. Chas. H. Castner, Hood River.

RHODE ISLAND - Mrs. Rush Sturges, 110 Benevolent St., Providence.

SOUTH CAROLINA - Mrs. F. Louise Mayes, Greenville.

SOUTH DAKOTA - Dr. Helen F. Peabody, Sioux Falls.

TENNESSEE - Mrs. George W. Denney, Knoxville.

TEXAS - Mrs. Fred Fleming, 1934 N. Carroll Ave., Dallas.

UTAH - Mrs. W. N. Williams, Bishop Bldg., Salt Lake City.

VERMONT - Mrs. Jno. E. Weeks, 93 Maple St., Middlebury.

VIRGINIA - Mrs. B. B. Munford, 603 E. Grace St., Richmond.

WASHINGTON - Mrs. Winfield R. Smith, 102 Cobb Bldg., Seattle.

WISCONSIN - Mrs. Henry H. Morgan, State House, Madison.

WYOMING - Mrs. R. A. Morton, Cheyenne.

WEST VIRGINIA - Mrs. Joseph G. Cochran, 1016 Market St., Parkersburg.

ALASKA - Mrs. Thomas J. Donohoe, Valdez.

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A NEW WAY TO SAVE BREAD

Few women have an idea of the commercial machinery which makes it possible in every town of size to get at any time of the day a loaf of freshly baked bread. We so take this convenience for granted that we do not exercise even ordinary forethought about the amount of bread that we order in the morning. We know that if we take two loaves and find ourselves short toward tea time, that an extra fresh loaf is easy to get. It is only when our attention is challenged that common sense tells us that this is no matter of course but the result of large preparation on somebody's part. What the machinery is has just been made clear by the Council of National Defense.

The fact that this war is to be fought on wheat as much if not more than on guns and men is becoming clear to us all. The Government is studying the practical points of saving wheat without too largely disturbing business. The Council of National Defense includes a Commercial Economy Board. It is the business of this Board to see where we can make useful economies in the distribution of things. Naturally one of the first things to which this Board turned its attention was wheat products, and quite naturally it seems now from what they have found, the first thing that they challenged was the continuous supply of fresh bread on the bread retailer's shelves. They saw that he was carrying every day more than he sold,which meant that the bakers who supplied him were making more than they sold. The Commercial Economy Board undertook an investigation. It is one of the prettiest pieces of work that has recently been turned out in Washington.

The Board discovered that largely for competitive reasons these bakers kept the shelves of the bread retailer stocked fully with fresh bread. In doing this they did not expect the retailer to sell all the bread. Their point was that the retailer should always have enough bread so that there would be no complaint on his part that he was not supplied. The retailer knowing that he would have more bread than he could sell never required his customers to order ahead. His customers were trained, so far as bread was concerned, to toil not neither to spin, nothing to do but order at any hour of the day. It requires little thinking to see that this reckless competition means waste at some point. As a matter of fact the Commercial Economy Board finds that it means a considerable waste, one which at the present time cannot be allowed to continue. As nearly as the Board can estimate with the help of the bakers of the country, who have been taking a hearty interest in the investigation, it should be said to their credit, fully four per cent of the bread baked in this country is returned by the retailers, the bakers themselves going to the expense to collect it.

Now what is done with this four per cent of returned loaves? Some of it is sold to the poor who go direct to the bakers for it. Of the four per cent returned, however, probably one and one-half per cent is fed to pigs, chickens, and other animals. Now make a little calculation. Suppose in your town the bakers put out ten thousand loaves a day, a small town requires as many, there is one hundred and fifty loaves fed to the pigs and chickens: extend this calculation. There are bakers in our large cities who turn out at least half a million loaves a day. That means 7,500 for the pigs.

It needs no argument to those who realize what the shortage of wheat means to convince them that this leakage must be stopped. All that thinking people ask is how it can be done. The bakers themselves are beginning to take steps. Inquiry among the bakers show that at least eighty per cent are in favor of stopping bread returns, that is, of selling to the retail bread dealer only what he believes he can dispose of. That if he orders more, it is his loss, if less, it is to his customers' inconvenience.

And here the women come in. They are the bread buyers, and their plan means that they must make their calculations for the day's supply and do it in such a business-like fashion that they will not be left in the afternoon without a loaf, that if they are so left, they will not complain to their grocer, but that they will accept the fact as a proof of their own lack of business foresight in ordering.

This really important saving can only be effected if the women of the country generally back it up. The Woman's Committee of the Council of National Defense asks the women of the country immediately to begin to order bread for twenty-four hours instead of for temporary needs. It asks them to explain carefully to their neighbors who may not have been reached in any way the reason for this request. Intelligent women must everywhere back up the bakers and bread dealers in the no-return plan. If they will do this we can save the one and one-half per cent that now goes to the pigs and chickens. It will be putting this many loaves a day into the hands of hungry women and children and fighting soldiers, and will be one element in that great task that we have before us of so handling the wheat crops of the world that every man and woman in all of the Allied world will have enough to eat in the long and hard struggle before us.

COUNCIL OF NATIONAL DEFENSE

WASHINGTON

WOMAN'S COMMITTEE

July 30, 1917

To the State Chairmen:

We are sending you copies of a letter on " Reduction of Deliveries," written by Miss Ida M. Tarbell of the Woman's Committee and sent out at the joint request of our Committee and of the Commercial Economy Board of the Council of National Defense. THE MATTER IS URGENT AND SHOULD BE TAKEN UP AT ONCE.

The appeal to the women to act in this matter is made on the basis of patriotic service and not primarily for the sake of the economy that may be involved.

The draft on September 1st will take men from the delivery service throughout the country. If some provision is not immediately made for decrease in the number of deliveries the merchants will, of necessity, take men from other occupations which may be vital to the welfare of the Nation, to fill the places left vacant by men called to the Army. No man ought to be taken from essential war industries to carry parcels which women might carry for themselves, or be required to make repeated and unnecessary trips at the call of improvident house-wives. This is the time when every act of men and women must be made to count definitely in the prosecution of the war and every bit of useless effort must be eliminated.

The Commercial Economy Board has asked the state councils of defense and the merchants' associations to make a concerted effort to decrease the number of deliveries and to curtail the privilege of returning goods, but neither councils nor trade-associations can effect this much

needed reform without the cooperation of the purchasers, the great majority of whom are women. Will you, therefore, after taking up the matter with your State Council of Defense, do everything possible to help in this work? Communicate with your local chairmen at once, carry the campaign to the "Movies" and ask all the papers in your State for publicity; popularize the movement by carrying home your own packages and encouraging your neighbors to do so.

In all the smaller communities it will be feasible to discuss this question with your local merchants and see if by your loyal support and practical assistance they cannot work out a scheme of central or cooperative delivery which will save many useless trips and result in valuable economies.

Do not expect, however, that the prices will drop at once, or until the merchants have had time to rearrange their service, and their delivery equipment, (much of which may be utilized for government service,) and until they are convinced that the women are sincere in their determination to help effect this reform. Satisfactory adjustments can undoubtedly be made and prices will certainly tend to fall, not rise, under the new arrangement, BUT THE MATTER OF PRIME IMPORTANCE IS THE SPEED WITH WHICH THE PLAN CAN BE STARTED AND PUT INTO OPERATION BEFORE MEN ARE CALLED SEPTEMBER 1ST.

We enclose a copy of a communication on this subject sent to the state councils of defense by the Council of National Defense through its "Section on Cooperation with States;" and letters to retail merchants and merchants associations bearing on this subject.

May we count on you to help create strong public opinion in favor of this reform, which may have very far reaching effects in National economy?

Very sincerely yours,

Anna Howard Shaw

Chairman Woman's Committee

Bulletin -- Number Three.

Women's Committee
of the
Council of National Defense

CUT DOWN DELIVERIES -- RELEASE MEN FOR WAR

The importance of the full cooperation of women with the Government in the readjustment of the common practices of life it has undertaken is becoming more and more clear. The Woman's Committee of the Council of National Defense feels that one of the greatest services that women can render in this War lies in this cooperation. The effectiveness of the backing the women have given to the effort of the bakers of the country to establish the plan of no bread returns in order to save the tens of thousands of loaves of bread that were going to pigs and chickens is daily becoming clear. Practically all of the bakers of the country are today cutting out that waste and the women are standing by them wherever the matter has been called to their attention. It is only here and there that a baker is found who, in the hope of gaining a competitive advantage by turning his stale bread returns into chicken feed, fights the change. The women gathered under the banner of the Woman's Committee of the Council of National Defense have been asked to take care of such. They will do it as fast as they discover them.

The same Board which has rallied the women to cooperate in saving the wasted loaves, is calling on them now to cooperate in another saving --

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one vastly greater; one which if properly conducted will free not less than a hundred thousand men and a tremendous amount of equipment, to be used where they are really needed.

Just as in the case of bread, this new saving comes through a reform in one of the every-day practices of life - the way we get our daily groceries, meat fruit, vegetables. They come to us almost like the Manna from Heaven. All you did in the case of Manna, I believe, was to pick it up; all we do in the case of our groceries is to ask for them - ask for them at any hour of the day - a dozen times a day if we will - in any quantity, a box of matches, a half dozen bananas, a pound of steak, and presto; it is put on the kitchen table.

The thing which takes no forethought on our part, which just happens, is pretty sure to be an expensive thing to somebody. Washington, in the interest of the great War, has been trying to find out what it costs to relieve the women of the country of the need of forethought in ordering, in making it possible for them to ask and get anything that they find they want for their households at any hour of the day. It's a big price we pay.

The Bureau of Commerce has found that in the city of Washington it costs 7.4 per cent of the gross sales of food to pay for its delivery. On a food bill of about twelve and three-quarter million of dollars in 1916, Washington paid over $900,000 for sending the stuff to the purchasers. Naturally it cost more to deliver some things than others. Ice, bread, milk, ice cream, cost Washington most.

What is true of Washington is true the country over, so the Commercial Economy Board finds. It estimates that the gross delivery expense of retail grocers in the country is over $75,000,000 a year. What is this sum used for? For the hire of men to put up packages, to run the number of wagons and trucks

required, to put them in at your door, to go to your house not once but often a half dozen times a day.

Take any town of the country of ten thousand people and it probably is spending three per cent of the net sales of groceries in sending them to the purchasers. Again and again these purchasers come to the grocery, the butcher, milk depots, in carriages or cars, but they rarely think of taking home their purchases. A woman will buy a package of ten-cent cereal and expect it delivered. She will rarely think of carrying a half dozen rolls, though she is on her way home.

As a matter of fact, the merchant does not often want her to carry her packages. His promptness and willingness to serve her irregular and careless habits of buying is one of the ways he builds up good-will. Our canny merchants err in spoiling customers; in gratifying their whims, in fetching and carrying for them until a woman has come to feel sometimes that if she offers to carry a bundle she will be classed as an undesirable customer.

The Great Necessity on us demands a prompt, vigorous cutting out of the waste in all delivery of foods. I have spoken here only of food products, but we all know that what has been said applies equally to all sorts of shopping, and particularly to department stores. The report of the Commercial Economy Board declares that in our great cities the cost to the department store of delivering packages is from eight to twenty-five cents apiece. It is no uncommon thing for the cost of delivering an article to exceed the cost of the article, and probably one-half of the daily purchases of a department store might be carried home by the women themselves.

How is all this vast, unnecessary use of men and horses and trucks and

money and time to be cut out and the delivery system put on a rational basis where it is strictly confined to what is necessary.

There are not a few towns in the country where it has already been put on such a basis by cooperative deliveries. Ann Arbor, Michigan, has had such a delivery conducted by its merchants for eight years. Formerly it took seventy wagons to carry home the daily buyings of the people -- now it takes but eighteen. In other towns there has been a saving in cost of from twenty-five to seventy-five per cent.

Wherever a cooperative delivery has been well managed the average saving has been aroused fifty per cent.

Of course this means a reform in the method of ordering. One delivery a day is all that ought to be expected under present conditions. If a woman knows that is all she will get she will quickly and easily reform her ways -- or carry her extra bundles.

The Woman's Committee of the Council of National Defense firmly believes that all that it is necessary to do today to secure hearty and prompt cooperation from women in carrying out such savings as this, that their fellow-committee on the Council of National Defense has demonstrated to be possible, is to let them know that it is asked. It urges women everywhere to aid in the reform. They can very promptly encourage their merchants to establish central or cooperative deliveries, and call on them to limit their deliveries to not over one a day on each route, cutting our accommodation deliveries altogether. They can discipline themselves to regular and thoughtful ordering. They can carry small packages. They can discontinue the wasteful practice of having goods sent home "on approval", which nearly always means waste effort in delivery as well as extra charges within the stores. In a certain department store with total annual sales of $3,000,000 returned goods amount to twenty per cent, involving

a waste of more than $50,000 annually.

Each woman will do her part if groups of women everywhere will spread the reasons why the Government through the Woman's Committee is making this request, there will be no doubt that we shall see that hundred thousand men freed from useless service.

A package in the hand will then be as truly a badge of honor as a Red Cross button on the coat lapel.

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COUNCIL OF NATIONAL DEFENSE

WASHINGTON

WOMAN'S COMMITTEE

August 22, 1917.

1814 N Street, N. W.

TO THE STATE CHAIRMEN:

There will be sent you for distribution to your city chairmen, through the county chairmen, a package of the July special number of THE COMMUNITY CENTER, monthly periodical of The National Community Center Association, with information on food conservation and the uses of the public school centers for local food committees.

As perhaps you know, this Association has been requisitioned by the United States Food Administration to cooperate by preparing and issuing literature that will promote the use of the schoolhouse by neighborhood organizations for education in local food campaigns. This number is chiefly devoted to this subject, and contains reports on methods for food committees that will doubtless be suggestive and helpful to your local organizations.

A supply will be sent you sufficient to put one copy in the hands of each of the town or city chairmen. The copies will be sent direct from the printing plant. As there will only be one copy for each county, the number to be distributed will be small. Should additional copies be wanted by the city chairmen, after looking over this number, they can be secured by writing direct to the editor, Mr. Edward L. Burchard, c/o United States Food Administration, 813 Vermont Avenue, Washington, D. C.

Sincerely yours,

Anna Howard Shaw

Chairman, Woman's Committee,
Council of National Defense.

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